Parole Board of Canada

2011-12

Departmental Performance Report

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

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Chairperson's Message

As part of the criminal justice system, the Parole Board of Canada contributes to the protection of society by facilitating, as appropriate, the safe reintegration of offenders into the community. The Board achieves this objective through quality conditional release and pardon decisions and through its decision processes.

The Departmental Performance Report (DPR) for 2011-12 demonstrates the Board's commitment to delivering on its established plans and priorities while operating in a dynamic environment. This past year, the Board balanced the requirement of administering quality programs with implementing new legislation, which has had significant impacts on its operations.

Consistent with the strategic priorities identified in the 2011-12 Report on Plans and Priorities (RPP), the Board continued to make progress in key areas including implementing measures to improve national consistency and standards across its programs. During 2011-12, the Board implemented a Risk Assessment Framework as a structured tool for Board members to use when reviewing materials for conditional release hearings. The Board Member Secretariat was also formally established during the reporting period to further focus efforts on training and professional standards.

Openness and accountability remained priorities for the Board as it continued to provide effective information services for victims of crime. In addition, resources were allocated to strengthen community partnerships with stakeholders and pursue excellence in the Board's governance.

In 2011-12 the Board increased the user fee for a pardon application to $631, which will enable the program to be sustainable and address operational requirements resulting from changes to the *Criminal Records Act* (CRA). The PBC received 29,829 new pardon applications and completed 15,595 conditional release reviews for federal and provincial offenders.

The Board also had more than 21,000 contacts with victims, over 2,700 observers at its hearings, and released in excess of 5,400 decisions from its decision registry.

The statistics continue to demonstrate that parole contributes significantly to public safety: 94% of all parole releases do not result in a new offence, and 99% do not result in a new violent offence.

These results speak to the dedication and commitment of PBC Board members and public service employees. The organization's ability to adapt and innovate in response to a changing environment ensures that the Board will continue to contribute towards a safe and secure Canada.

Harvey Cenaiko
Chairperson, Parole Board of Canada

Section I — PBC Overview

Raison d'être and Responsibilities

Mandate and Organization

The Parole Board of Canada (PBC or "the Board") is an agency within the Public Safety Canada Portfolio, which also includes the Royal Canadian Mounted Police (RCMP), the Canadian Security Intelligence Service (CSIS), the Canada Border Services Agency (CBSA) and the Correctional Service of Canada (CSC).

The Board is an independent administrative tribunal that has exclusive authority under the *Corrections and Conditional Release Act (CCRA)* to grant, deny, cancel, terminate or revoke day parole and full parole. Further, the Board has the authority to suspend, terminate or revoke a period of statutory release. The PBC may also order (on referral by CSC) that certain offenders be held in prison until the end of their sentence. This is called detention during the period of statutory release. In addition, the Board makes conditional release decisions for offenders in provinces and territories that do not have their own parole boards. Only the provinces of Ontario and Quebec currently have their own parole boards that make parole decisions for offenders serving sentences of less than two years.

The Board has extensive legislated responsibilities related to openness and accountability. This includes the provision of information and assistance to victims of crime. In addition, the Board accepts observers at hearings, facilitates access to the PBC's decision registry, and delivers a program of public information.

The Board is also responsible for making decisions to grant, deny and revoke pardons[1] under the *Criminal Records Act (CRA)*. The Board also makes recommendations for the exercise of clemency through the Royal Prerogative of Mercy (RPM). The Governor General or the Governor in Council approves the use of the RPM for those convicted of a federal offence, following investigations by the Board, and recommendations from the Minister of Public Safety.

The Parole Board of Canada is headed by a Chairperson who reports to Parliament through the Minister of Public Safety. The Minister, however, does not have statutory authority to give direction to the Chairperson or other members of the PBC in the exercise of their decision-making powers. This structure helps to ensure the impartiality and integrity of the Board's decision-making process.

[1] On March 13, 2012, Bill C-10, *The Safe Streets and Communities Act*, received Royal Assent, substituting the term "record suspension" for the term "pardon". As this change occurred two weeks before the end of the reporting period, the nomenclature throughout this report refers to "pardon" to be consistent with the 2011-12 Report on Plans and Priorities (RPP). In the 2012-13 Departmental Performance Report (DPR) the term "record suspension" will be used, as it was with the 2012-13 RPP.

Outcomes of the PBC's daily work can be found in the annual Performance Monitoring Report. The report provides performance and statistical information for the past five years for the PBC's two legislatively based programs - conditional release and clemency and pardons.

Our Mission

> *The Parole Board of Canada, as part of the criminal justice system, makes independent, quality conditional release and pardon decisions and clemency recommendations. The Board contributes to the protection of society by facilitating, as appropriate, the timely integration of offenders as law-abiding citizens.*

As part of the criminal justice system, the Board contributes to the maintenance of a just, peaceful and safe society. The word "contribute" is used in the Board's Mission Statement to reflect the fact that it does not work in isolation in the pursuit of this goal.

The Board works with key Portfolio colleagues, provincial parole boards, criminal justice partners, and many other organizations and individuals in the community. The legal authority within which the PBC operates includes the *Canadian Charter of Rights and Freedoms*, the *Criminal Code*, the *Corrections and Conditional Release Act (CCRA)* and its Regulations, the *Criminal Records Act (CRA)* and other legislation.

In making quality conditional release and pardon decisions, as well as clemency recommendations, the Board's primary objective is the long-term protection of society. In rendering its decisions, the Board is autonomous and independent. However, its decisions are open and transparent to the public by virtue of its legislation and policies.

The protection of society is the paramount consideration for all decisions undertaken by the Board. Decisions are limited to only what is necessary and proportionate to the purpose of conditional release.

The Mission of the PBC establishes four core values:

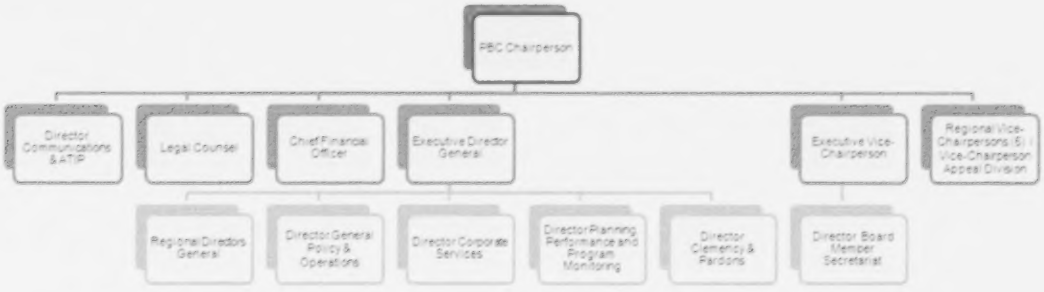
- Contributing to the attainment of a just, peaceful and safe society;
- Respect for the inherent potential and dignity of all individuals and the equal rights of all members of society;
- Belief that the contribution of qualified and motivated Board members and staff is essential to promoting the achievement of the Board's Mission; and,
- Commitment to openness, integrity and accountability in the execution of our mandate.

As an agency within the Public Safety Canada Portfolio, the PBC constantly strives to contribute to the Government's outcome of a safe and secure Canada. The Board contributes to this outcome by making quality conditional release and pardon decisions and clemency recommendations that result in the safe reintegration of offenders in the community.

Organization

The Chairperson of the PBC is a full-time member of the Board and its chief executive officer. The Chairperson directs the PBC's program delivery in keeping with the Government of Canada's overall plans and priorities, reports to Parliament through the Minister of Public Safety on the fulfillment of the Board's mandate and is accountable for the effectiveness and efficiency of PBC policy and operations. The Chairperson is assisted in these responsibilities by the Executive Vice-Chairperson, the Vice-Chairperson of the Appeal Division, and the Board's five regional Vice-Chairpersons. The Executive Director General of the Board is its senior staff member and chief operating officer. The Executive Director General, in support of the Chairperson, provides leadership for strategic and operational planning, resource management, program monitoring and administration as well as operation of the national office and the regions.

Organization Chart



The Board carries out its responsibilities through a national office in Ottawa, as well as five regional offices across the country (Atlantic, Quebec, Ontario, Prairies, and Pacific).

PBC Locations

The Board's regional offices deliver the conditional release program. Conditional release decisions are made by Board members, who are supported in their decision-making by public service staff. Staff schedule hearings, provide information for decision-making, ensure that information for decision-making is shared with offenders, and communicate conditional release decisions to the offender, CSC representatives and others as required. Regional staff also provide information to victims, make arrangements for observers at hearings, and manage requests for access to the Board's decision registry.

At the national office, Board members make decisions related to pardons, while Board members in the Appeal Division review conditional release decisions and determine if the process was adhered to. Public service employees deliver the pardons and clemency program, develop national policies and procedures related to all program areas, coordinate Board member training, deliver a program of public information and respond to ATIP requests. Other work performed by staff at the national office includes strategic and operational planning, resource management, program monitoring, case reviews and investigations, appeals and an array of internal services.

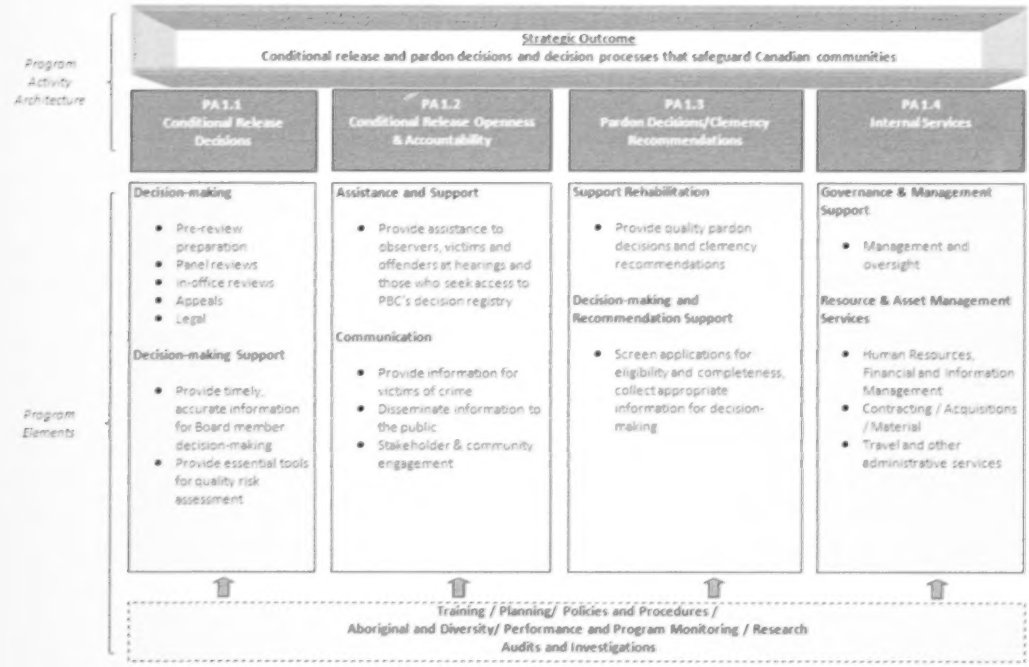
Consistent with the provisions of the Acts that govern the PBC, Board members are independent in their decision-making responsibilities, and free from interference of any kind. As independent decision-makers, Board members are bound by legislation, guided by policy and are responsible for:

- Reviewing all relevant information for consideration in conditional release and pardon/clemency cases;
- Conducting in-depth analysis of each case, and requesting additional information, as necessary, to support quality decision-making;
- Assessing the risk and other factors related to cases, voting independently on the disposition of each case, and providing sound, well-documented written reasons for decisions; and,
- Ensuring that hearings are conducted in accordance with the duty to act fairly and with respect for all procedural safeguards.

Strategic Outcome and Program Activity Architecture (PAA)

The Parole Board of Canada's Strategic Outcome and Program Activity Architecture (PAA) reflects the key aspects of the PBC's legislated responsibilities for conditional release and pardons/clemency, and represents the areas of accountability and performance in which the public and Parliamentarians most frequently express interest. In this context, the Board's strategic outcome is the cornerstone of its public accountability. The PAA includes a single outcome and four program activities.

The following chart illustrates the PBC's complete framework of program activities and program elements from 2011-12 that together contribute to the PBC's single strategic outcome:


Program Activity Architecture
Strategic Outcome
Conditional release and pardon decisions and decision processes that safeguard Canadian communities
PA1.1 Conditional Release Decisions
PA1.2 Conditional Release Openness & Accountability
PA1.3 Pardon Decisions/Clemency Recommendations
PA1.4 Internal Services
Program Elements
Decision-making
Pre-review preparation
Panel reviews
In-office reviews
Appeals
Legal
Decision-making Support
Provide timely, accurate information for Board member decision-making
Provide essential tools for quality risk assessment
Assistance and Support
Provide assistance to observers, victims and offenders at hearings and those who seek access to PBC's decision registry
Communication
Provide information for victims of crime
Disseminate information to the public
Stakeholder & community engagement
Support Rehabilitation
Provide quality pardon decisions and clemency recommendations
Decision-making and Recommendation Support
Screen applications for eligibility and completeness, collect appropriate information for decision-making
Governance & Management Support
Management and oversight
Resource & Asset Management Services
Human Resources, Financial and Information Management
Contracting / Acquisitions / Material
Travel and other administrative services
Training / Planning/ Policies and Procedures / Aboriginal and Diversity/ Performance and Program Monitoring / Research Audits and Investigations

Summary of Progress Against Priorities

The following identifies the key **priorities** for the PBC during 2011-12, links them to the Board's strategic outcome and program activities and explains how these priorities contributed to progress made toward the strategic outcome. All organizational priorities support the Board's sole strategic outcome: Conditional release and pardon decisions and decision processes that safeguard Canadian communities.

Priority	Type	Links to Program Activity
Effectively fulfilling legislative responsibilities related to quality conditional release decision-making	Ongoing	**Program Activity:** - Conditional release decisions. **Priority contribution towards strategic outcome:** - Ensures public safety by providing quality decisions on the timing and conditions of release of offenders into the community. - Important that the Board ensure credible decisions which withstand appeal and court challenges while respecting individual rights enshrined in law.
Planned Activities to Meet Priority:		**Status**
• Revise and modernize the Board Members' Professional Standards Guide.		- Revision and modernization of the Board Members' Professional Standards Guide began during the reporting period. The necessary research was performed to lay the groundwork and achieve quality in the update of the Guide going into the next fiscal year.
• Conduct qualification processes to establish Board member eligibility list for Governor in Council appointments.		- Qualification processes were completed during 2011-12 and a pool of qualified candidates established.
• Enhance the Board member training program.		- Training methods and materials were revised and updated, as were the topics for the orientation session for new Board members. The new tools now include more hands-on learning, consistent with adult learning principles. Further progress and training will continue in the upcoming fiscal year as a part of enhancing the training program.
• Oversee the formal implementation of the Risk Assessment Framework for decision making.		- The Risk Assessment Framework (RAF) is a systematic approach to evaluating relevant, risk related information for conditional release decision-making. The RAF was fully implemented in 2011-12, following relevant training and update of the appropriate policies.
• Implement measures that will improve national consistency and standards which in turn will support quality decision-making.		- The Board is continually exploring mechanisms to improve national consistency and support decision-making. During 2011-12, the Board reviewed the roles and responsibilities of its Aboriginal and Diversity Portfolio so that a framework of activities could be developed that reflect PBC's priorities. The

	Board also implemented a framework to support Board members in their analysis and imposition of special conditions.
• Implement improvements to case files that will enhance efficiencies.	- The Board revised several forms and tools used by staff in the area of conditional release. For example, a checklist for hearings with video/teleconferencing was integrated in the Procedural Safeguards Checklist to support efficiencies and improve the quality of information collected.
• Enhance information management and the sharing of information with CSC through the modernization of the Offender Management System (OMS) that support PBC's conditional release responsibilities.	The modernization of the Board's OMS legacy application continued as part of a multi-year project involving CSC, the Board's IT service provider.
• Refine policies/guidelines to support consistency in decision-making.	- In 2011-12, the Board amended 26 of its policies to reflect legislative amendments, operational requirements and its Risk Assessment Framework. These policies were amended to reflect changes within the *CRA*, the new Criminal Records Regulations, as well as the abolition of Accelerated Parole Review within the *CCRA*. In addition, the Board introduced two new policies relating to Parole by Exception and Territorial Offenders.
• Conduct review to determine the status of Elder Assisted Hearings (EAHs).	- A national review of the Elder-Assisted Hearing (EAH) process was completed. This review entailed a follow-up on past EAH reviews (2000 and 2004) and included identifying current PBC regional practices prior to, and during, the reviews as well as examining EAH participants' perceptions about evolving aspects of EAHs. It served to provide valuable information to help identify best practices and efficiencies, and inform policy development, operational refinements, future initiatives and research at the Board.
• Manage resources strategically to address growing workload pressures with limited resources.	- Decisions taken through PBC's operational planning and resource allocation process ensured that resources (financial and human) were allocated based on corporate priorities. - In 2011-12, the Board continued to examine and revise various resource formulas. These revised resource formulas provide transparent indicators and measures that will be used to gauge performance over time and assist managers in assessing progress and strengthening accountability. - In addition, the Board's financial monitoring regime included monthly budgeting and forecasting with subsequent analysis and reports to senior management. - The PBC corporate management committee and decision-making structure (i.e., Executive Committee, Senior Management Committee and various Advisory

	Committees) regularly met to discuss and address workload pressures throughout the year.
• Conduct compliance reviews to ensure that regardless of case outcomes the law, policy and duty to act fairly are respected thereby ensuring quality decision making.	- Due to competing priorities, no compliance reviews were conducted in 2011-12. However, random case reviews were conducted which provided valuable information to support policy and Board member training.

Priority	Type	Links to Program Activity
Effectively fulfilling legislative responsibilities related to open and accountable conditional release processes	Ongoing	**Program Activity:** - Conditional release openness and accountability. **Priority contribution towards strategic outcome:** - Ensures the PBC operates in an open and accountable manner, consistent with the provisions of the *CCRA*. - It is important for the PBC to remain open and accountable to the public, and to victims of crime.
Planned Activities to Meet Priority:		**Status**
• Enhance information services to victims and the public.		- An information pamphlet and video on EAH was created to increase awareness of this hearing process among offenders, victims, partners, stakeholders, and the general public. The video will also be used to train new staff and Board members in this area. - The Board's Communications Division responded to public correspondence and enquiries. - In 2011-12, the Board had over 21,000 contacts with victims, reflecting a 5% increase in the last five years. - In 2011-12, the Board released over 5,400 decisions from its decision registry. Victims were the most frequent requestors of decisions (56%), followed by the media (31%). - The Board co-chairs a national joint steering committee with CSC, as well as several regional victim advisory committees which enhance the coordination of the information provided to victims.
• Strengthen our partnership with CSC to ensure clarity in our legislated roles and responsibilities regarding the provision of information.		- The Board consulted with CSC regarding various operational and/or policy issues in common to enhance information sharing activities and clarity of legislated responsibilities. These meetings enhance communication amongst the two organizations. - PBC and CSC had regular senior-level and steering committee meetings. For example, the Victims Steering Committee involves senior executives from both organizations and ensures clarity in our legislated roles and responsibilities regarding the provision of information to victims. - The Board engaged in regional and national

	Interlinkage meetings with CSC to strengthen the partnerships between our organizations. - The PBC and CSC held its annual meeting of regional and national managers involved with victim information services.
• Improve accessibility and availability of video conferencing for victims who are unable to attend hearings in person.	- In 2011-12, victims made 223 presentations at 140 hearings. Eighty-seven percent (87%) of the presentations were made by victims in person, and the rest were either by audio, video tape or by video conference.
• Continue to reach out to our provincial territorial and international criminal justice partners, victims and observers, and community partners.	- The PBC continued to maintain partnerships with key stakeholders including participating in committees such as the National Ethnocultural Advisory Committee as well as Heads of Corrections Subcommittee's for both Women Offenders and the working group for Mental Health.
• Communicate information about the parole process more effectively to offenders.	- Training and communications products were provided to CSC Parole Officers to support offender in-reach.

Priority	Type	Links to Program Activity
Effectively fulfilling legislative responsibilities related to the processing of pardon applications and clemency requests	Ongoing	**Program Activity:** - Pardon decisions/clemency recommendations. **Priority contribution towards strategic outcome:** - Supports rehabilitation and community reintegration by providing quality pardon decisions and clemency recommendations.
Planned Activities to Meet Priority:		**Status**
• Continue efforts to achieve sustainability through policy refinement, process streamlining, and productive use of technology.		- The Board amended several of its policies to reflect changes to the *CRA* and the Criminal Records Regulations. - In April 2011, Board members started voting in the regions on summary files. This was later expanded to voting on all files.
• Continuously improve and monitor service standards / efficiency in program delivery for application processing, including staff and Board member training.		- On February 23, 2012, a full cost user fee of $631 for pardons came into effect. New service standards were implemented for the processing of a pardon application, pursuant to the requirements of the *User Fees Act (UFA)*. - A red flag system to monitor progress on processed applications was implemented to achieve delivery targets.
• Increase the user fee for processing a pardon application.		- On February 23, 2012, the user fee for processing a pardon was increased to $631 from $150, in order to provide the Board with the additional capacity to

	effectively manage its workloads and to address operational requirements as a result of changes to the CRA.
• Aligning revenues earned with full costs for application processing will provide the Board with the capacity to manage current legislative requirements.	- A costing exercise was performed to enable the Board to better attribute its resources to its planned activities.
• Streamline the process for the collection and presentation of data in support of RPM.	- RCMP field investigations are no longer conducted. - Instead, telephone interviews with the applicant, character references and employers are conducted by clemency staff.
• Refine policy on RPM.	- The Board's policy on RPM was refined in February 2012 to ensure consistency within the policy manual.
• Development of new requirements for Pardon Application Decision System-Renewal (PADS-R) as per legislative changes resulting from Bill C-23A coming into force.	- A study was conducted from May-November 2011 to determine how the Board should proceed in its use of automated tools to support Pardons and Clemency processing. The study examined business processes in several areas of the Pardons and Clemency Division.

Priority	Type	Links to Program Activities
Strengthening stakeholder and community partnerships	Ongoing	**Program Activity:** - Conditional release decisions. - Conditional release openness and accountability. **Priority contribution towards strategic outcome:** - Ensures the PBC operates in an open and accountable manner, consistent with the provisions of the CCRA. - The Board continued to foster, maintain and explore partnerships with organizations within and outside the public sector to broaden its scope and leverage opportunities for efficiencies toward fulfilling its strategic objective and contributing to public safety. - Effective information sharing and accurate recording of offender information are essential for the Board to be able to make informed decisions.
Planned Activities to Meet Priority:		**Status**
- Ongoing work towards enhancing partnerships:		
o At the national level (e.g., CSC, Public Safety Canada, Department of Justice, National Associations Active in Criminal Justice, National Victim Advisory Committee, Office of the Federal Ombudsman for Victims of Crime, etc.).		- The Board is involved in regular inter and intra departmental meetings (with CSC, Public Safety, Justice, RCMP as well as Federal/Provincial/ Territorial) pertaining to the victims portfolio. - Senior executives met with the Federal Ombudsman for Victims of Crime to discuss victim issues. The Ombudsman was a guest speaker at the Board's Annual Risk Assessment Training held in November

	2011. The Board participated in the National Victims Advisory Committee hosted last year by Justice and Public Safety. - Head of Corrections (various committees).
○ At the regional level (e.g., regional Interlinkages meetings with CSC, Victim Service Units, Advisory Committees, and provincial/territorial/municipal government departments, non-governmental organizations, etc.).	- Ongoing and regular collaborative meetings between the PBC and CSC continued to be fostered and expanded to look at ways to more effectively and efficiently provide information services to victims (e.g., joint victims' steering committee, regional Interlinkages).
• Work with criminal justice participants in PBC's assessment of pardon applications and with Non-governmental organizations (NGOs) in assisting pardon applicants.	- Outreach with justice partners is ongoing and it provides participants with an opportunity to inform one another about issues and practices. Participants exchange knowledge and ideas and promote innovation and collaboration on pardon applications, all in pursuit of a shared goal: working together to increase public safety.
• Meet with Aboriginal Circle to examine ways to improve access to services for Aboriginal offenders and victims.	- The Aboriginal Circle Advisory Committee, which is comprised of representation from all regions and has external members representing Aboriginal organizations/communities, met in June 2011. This Committee provides strategic advice to PBC's Executive Committee on matters related to policy, training and operations arising from the Board's mandate for conditional release, pardons, clemency. This information serves to assist in improving the efficiency and effectiveness of the Board in meeting the needs of Aboriginal offenders, victims and communities.
• Develop guidelines to ensure consistency in the development and use of promotional items.	- The PBC Communications Division discontinued the use of promotional items in keeping with government-wide austerity measures.
• Update media relations policy and distribute nationally.	- The PBC's Media Relations Policy was updated and distributed to spokespersons at both National Office and in the regions.
• Develop communication packages to assist designated spokespeople to enhance media relations and public education.	- The Board developed a media relations package for the use of PBC spokespersons to enhance media relations and public education across the country.
• Continue to enhance an integrated sharing of information approach with CSC.	- PBC met regularly with CSC on both a national and regional basis to ensure a strong continuum of effective information sharing occurs on various national issues of joint interest as well as case specific activities.
• Continue pilot project in Atlantic region and expand to other regions, to improve	- A DVD explaining the project and the importance of sharing police information with PBC was shot in May 2011. It included information from the PBC, CSC and

quality of police information.	police. The DVD was ready for release in October 2011.
• Continue initiative in Ontario region to improve access in Nunavut towards improving information sharing.	- In 2011-12, two key documents were translated into Inuktitut: Parole Board of Canada, Contributing to Public Safety and Your Guide to Parole. - There were two parole hearings in 2011-12, which provided opportunities for information-sharing with key partners on case-specific issues.

Priority	Type	Links to Program Activity
Improving information services for victims	Ongoing	**Program Activity:** - Conditional release openness and accountability. **Priority contribution towards strategic outcome:** - Ensures the PBC operates in an open and accountable manner, consistent with the provisions of the *CCRA*. - As part of the government's initiative to provide victims with greater access to the justice system, and the Board's commitment to openness and accountability, it is important to ensure access to information for victims of crime who contact the PBC.
Planned Activities to Meet Priority:		**Status**
• In collaboration with CSC, examine ways to more effectively and efficiently provide information services to victims. This includes implementing integrated victim services units in the Atlantic and Pacific regions to improve information services for victims.		- The Board and CSC had joint victims' services pilots in the Atlantic and Pacific regions with a goal of providing a more seamless service delivery to victims and to achieve organizational efficiencies by reducing duplication and/or gaps in service delivery. The Board meets regularly with CSC at both the national and regional levels to discuss ways to more effectively provide services to victims. The regions not involved in the projects have developed joint integrated action plans and are working together to improve service delivery to victims.
• Conduct community outreach to increase awareness and discuss issues so that victims, victim organizations and Aboriginal communities are aware of the information services provided by the Board.		- The PBC engaged in 23 victim-related events across the country in 2011-12.
• Provide specialized training for staff who work with victims.		- The Board has developed and offers annual national training to Regional Communications Officers and other staff who work with victims.
• In collaboration with CSC, participate in the development and support of Regional Victims Advisory Committees.		- PBC and CSC support four active regional Victims' Advisory Committees (VACs). The Quebec region consults with victims using a different model. The Regional VACs have regular meetings and annual seminars.

Priority	Type	Links to Program Activities
Pursuing strategic excellence in PBC governance	Ongoing	**Program Activity:** - Conditional release decisions. - Conditional release openness and accountability. - Pardon decisions/clemency recommendations. - Internal services. **Priority contribution towards strategic outcome:** - Supports the delivery of quality decisions on the timing and conditions of release of offenders into the community. - A strong, robust and strategically focused governance structure ensures an integrated corporate system of decision-making which enables effective allocation of resources to priorities, alignment of activities to outcomes and management of accountabilities.
Planned Activities to Meet Priority:		**Status**
• Continue work towards integrating the Board's vision elements with PBC operational planning and governance framework (e.g., enhance Board member training, improve information for parole and pardon decision-making, enhance responses to increasing diversity within the offender population, strengthen partnerships with criminal justice agencies and key stakeholders to support the safe reintegration of offenders in the community).		- The Board's Vision has been shaping and stimulating continuous improvement in PBC policy, training and operations, and links planning and performance reporting. Through the Vision, the Board has developed a solid foundation for enhancing its contribution to public safety, quality program delivery, and effective resource management.
• Assess implications of government proposals for reform of corrections and criminal justice, including a review of related policy issues, anticipated workload pressures, resource needs, and training requirements for Board members and staff.		- The Board responded to proposed changes to legislation over the last year. Comprehensive discussions occurred to assess the impact of the changes, both at a national level and with managers and directors in the regions. Impact on workload was assessed and operational instructions and training tools were developed in consultation with the regions to address changes in policy and legislation.
• Conduct initiatives to communicate and inculcate corporate strategy management practices to better inform the decision-making processes at all levels of the Board. Initiatives include:		
○ Providing strategic direction and management principles.		- Strategic direction and management priorities were communicated and utilized through the Integrated Operational Planning (IOP) process, corporate management committee quarterly reviews, and the Board's Planning and Management intranet site.
○ Develop and communicate corporate priorities.		- Corporate priorities were developed by senior managers and disseminated through the Integrated Operational Planning guidance in order to align

	planning activities with corporate priorities.
○ Enhance the Board's Integrated Planning Framework (i.e., plan, manage, monitor and report).	- In 2011, PBC introduced a Planning and Management section to its Intranet. Through the development of the Planning and Management content the PBC continued to strengthen and communicate its Integrated Planning Framework.
○ Closely monitor progress on PBC priorities to ensure that PBC programs derive maximum benefit from information systems and technology.	- Working groups were established to address increased use of video conferencing for PBC hearings and the creation of an expanded electronic file system. PBC OMS is being renewed which will automate some functions that are currently done manually and streamline other processes.
○ Ongoing working group meetings with CSC, the Board's information technology service provider, to ensure effective management for service delivery.	- During 2011-12, CSC's Information Management and Technology Advisory Board met regularly to ensure adequate IT services are provided to PBC.
○ Pursue recruitment and retention strategies to attract quality staff and mitigate the impacts of departures in the workforce.	- During 2011-12 and in line with our integrated human resources plan, we pursued the recruitment of students and considered student bridging and collective staffing process strategies to attract quality staff and mitigate the impact of departures.
○ Continue to update resource formulas to enhance the Board's ability to more effectively and efficiently develop business requirements and identify associated costs.	- During 2011-12, resource formulas were created for Appeals and Pardons. Improved resource formulas will provide transparent indicators and measures that will be used to gauge performance over time and assist managers in assessing progress and strengthening accountability.
○ Enhance knowledge of management practices, training development (i.e., Board members and staff), and guidelines to help address corporate memory loss.	- During 2011-12, relevant and helpful information was added to the Board's intranet website pertaining to learning plans to enhance knowledge of management practices and to help address corporate memory loss.

Priority	Type	Links to Program Activities
Investing in our people	Ongoing	**Program Activity:** - Conditional release decisions. - Conditional release openness and accountability. - Pardon decisions/clemency recommendations. - Internal services. **Priority contribution towards strategic outcome:** - Supports the delivery of quality decisions on the timing and conditions of release of offenders into the community. - Public service renewal remains a top priority for the federal public service. Not only must PBC focus on attracting new recruits to replace employees leaving

		on retirement, but we must also develop and renew the competencies of those continuing their careers so that they can respond to new ways of doing business and meet future challenges.
Planned Activities to Meet Priority:		**Status**
• Work to ensure a sufficient number of qualified individuals are identified for consideration as Board member appointees.		- In 2011-12, the key competencies of Board members were revised, through an ongoing qualification process.
• Ongoing work on a number of initiatives towards improved knowledge management, training/learning and development systems and tools, and to address organizational needs in a more timely and effective manner. These include:		
○ Develop new training modules for Board members.		- Modules were revised and created for the orientation session for new Board members. Further developments are ongoing for upcoming fiscal year.
○ Conduct annual training on risk assessment for Board members and staff.		- In November 2011, the Board held its third Annual Training on Risk Assessment. Board members received training in key areas to enhance proficiencies in risk assessment, interviewing and decision writing practices. Relevant staff training was also conducted in key areas required for the respective support roles.
○ Develop succession plans, including possibilities for internal secondments.		- Through the integrated HR and business planning process the Board determined staff key competencies that are required and strategies to fill vacant positions. Moreover, collective staffing processes concluded during 2011-12 facilitated this process.
○ Examine ways to capture knowledge of retiring staff (i.e., knowledge transfer).		- During 2011-12, the executive group used the special deployment for Executives (EX) and Special Assignment Pay Plan (SAPP) for non-EX in order to help the organization with knowledge transfer in many areas. Integrated HR and business planning process has also been a key element.
○ Review/create staff orientation package and staff training options.		- Preliminary work was completed in this area in 2011-12 on the Board's Intranet.
○ Create staff recognition options (i.e., instant awards, Chairperson's annual awards, etc.).		- During 2011-12, the Board's recognition program was maintained following its implementation last fiscal year.
○ Improve efficiencies through such measures as collective staffing.		- Collective staffing continued to be an effective method for appointing qualified individuals.
• Address issues related to diversity, language and gender in Board member		- Employment Equity considerations were taken into account at key decision points in the appointment process.

and staff recruitment.	- In order to standardize and provide accessibility of services the PBC reviewed and amended some linguistic profiles.
• Ensure value and ethics are integrated into management practices.	- For the 2011-12 exercise, the values and ethics code component was added on the appraisal report form for all employees including management. A Human Resources bulletin on the learning plan is also available on the Board's intranet website which promotes training on values and ethics for managers.

Risk Analysis

The PBC works in a dynamic environment that demands careful assessment of criminal justice issues and community concerns to ensure alignment with the Government of Canada's outcome of a safe and secure Canada. The Board is expected to rigorously pursue innovation and improvements to meet heavy workload pressures. Public safety remains the Board's primary consideration in all aspects of decision-making policy, training, and operations.

The Board delivers on two program areas grounded in legislation: conditional release; and pardons and clemency. The PBC also manages a range of internal services that provide critical support for program delivery. The conditional release area is the most complex and accounts for 87% of annual program expenditures (including conditional release and openness and accountability). Program delivery is labour-intensive, with salary costs accounting for approximately 90% of yearly program expenditures. Most of the remaining expenditures cover essential operating costs, such as travel to parole hearings.

Conditional Release

The PBC workloads are shaped by factors beyond its control. Legislation governing the Board (the *CCRA*) is prescriptive, specifying when and how the Board conducts its business (e.g., when a review is required by law; and when to use hearings). In addition, workloads are driven by the actions of offenders, victims and the community. In concrete terms, this means that the PBC must deal with high workload volumes, involving issues critical to public safety, under tight timeframes, amid intense public scrutiny.

The Board has made efforts to manage the workload and cost implications of recent legislative amendments. The *Abolition of Early Parole Act* came into force on March 28, 2011, abolishing the system of Accelerated Parole Review (APR), that allowed first time, non-violent offenders to apply for day parole at one-sixth of their sentence and to have a full parole review at one-third of their sentence. The abolition of APR significantly changed the Board's workload. The APR file review process with one Board member was eliminated, and all parole reviews for these cases now require two panel hearings (one for day parole and one for full parole), each with two Board members. The *Act* also means that offenders who would previously have been eligible for APR now stay incarcerated longer due to longer parole ineligibility periods. The Board anticipates seeing the effects of the increased incarceration period in 2012-13, as more offenders

who would previously have been considered under APR will become eligible for panel hearings.

Changes in the number of federal warrant of committal admissions affect the Board's workload one to two years later. As each of the previous two years' admission rates have increased, the number of reviews in 2011-12 was expected to increase. However, the elimination of the APR process in March 2011 significantly changed the Board's workload. This change caused a decrease in the number of federal reviews in 2011-12, countering the expected increase in reviews forecasted by the increase in the number of warrant of committal admissions the previous two years. Indications are that this trend will not continue and that the Board's workload will increase once again in 2012-13.

In 2011-12, the PBC completed 15,595 conditional release reviews for federal and provincial/territorial offenders.

The openness and accountability provisions of the *CCRA* continue to present important challenges for the Board with respect to:

- Sharing information with victims of crime;
- Providing information and assistance to those who wish to observe PBC hearings or gain access to the Board's registry of decisions; and,
- Delivering a program of public information.

Workloads in these areas continue to be significant. In 2011-12, the Board had more than 21,000 contacts with victims, over 2,700 observers at hearings, and released more than 5,400 decisions from the decision registry. As with conditional release decision-making, the need for quality program delivery in this area is critical, given its implications for public confidence in corrections and conditional release. Ongoing public scrutiny and media interest in this area make program effectiveness crucial.

Pardons and Clemency

In 1994-1995, a user fee of $50 was introduced for processing pardon applications, in order to reduce the overall cost of the program to government. In the years since the introduction of the user fee, the cost to process pardons rose substantially but the $50 user fee remained unchanged. In the last few years, the Government sought to ensure the program's sustainability. Concurrent with the legislative reform to the *CRA* through the former *Bill C-23A*, the Government directed that the PBC first move to a user fee of $150 as an interim measure while preparing the way for the move to full cost recovery ($631).

The amendments to the *CRA* of *Bill C-23A* came into force in June 2010, and led to significant operational changes to the pardon program. The rigor of the new legislative requirements imposed on PBC staff and Board members added complexities to their duties. Staff are required to obtain additional information from applicants and conduct more in-depth inquiries with criminal justice partners, build files and provide the information to Board members. In addition, Board members require additional time to review cases and to make decisions based on the measurable merits of each case and to ensure that the granting of a pardon would not bring the administration of justice into disrepute.

The interim user fee came into force in December 2010, five months following the coming into force of the amendments to the CRA. The absence of sufficient resources to manage these legislative changes, compounded with the overall pressures on the Board, caused delays in the processing of pardon applications. Although the full cost-recovery user fee of $631 introduced in February 2012 ensures that the program is sustainable going forward, during the 2011-12 period the Board accumulated a backlog of 22,501 pardon applications.

On March 13, 2012, CRA amendments in *Bill C-10*, the *Safe Streets and Communities Act* came into force. Key changes included substituting the term "record suspension" for "pardon", extending the ineligibility periods for applications for a record suspension and making some individuals ineligible for a record suspension.

Operationally, the Board had to manage processing pardon applications received both before and after the increased user fee in February 2012, as well as applications received both prior to and after the further legislative changes to the CRA in March 2012. The latter required that staff move between different statutory requirements, as pardon applications deemed eligible and complete that were received by the Board before the coming into force of the CRA amendments on March 13, 2012, were processed under the requirements of the former CRA.

Extending the ineligibility period for certain offences as a result of amendments to the CRA will have direct implications for the Board's Clemency Unit. In past years the Clemency Unit typically handled approximately 20 applications a year. Currently, the Unit is managing 58 active files and dealing with an increase in enquiries as a result of the new legislation. This has led to delays in processing requests for clemency under the RPM.

Strategic Resource Management

The Board must continue to address the need for the strategic management of human, financial, and information technology resources to support quality program delivery. The PBC is committed to ensuring a strong, diverse and dynamic workforce that excels in delivering the Board's mandate to Canadians, today and in the years to come.

A key challenge for the Board is to stabilize its workforce and strengthen succession planning in relation to both its public service staff and its Board members.

It is necessary for the Board to maintain sufficient numbers of Board members, who are Governor in Council term appointments. The CCRA specifies the maximum number of full-time Board members[2], and provides for the appointment of part-time members to help manage fluctuating conditional release decision-making workloads. The Board continues to ensure that it identifies sufficient numbers of qualified candidates for consideration for selection as Board members, as appointments are term. It also provides training and mentoring to ensure that Board members have the knowledge they need to adhere to legislation and regulations, and assess risk in their decision-making.

[2] During 2011-12 the legislated maximum was 45; this was amended with the coming into force of Part III of the *Safe Streets and Communities Act* in June 2012, which increased the maximum number of full-time Board members to 60.

In addition, departures of experienced public service staff have a significant impact as they erode corporate memory and diminish critical knowledge of law, policy and training. The effect of this is especially acute in a small organization. Board staff provide the continuity of knowledge and information essential for support and delivery of programs. For this reason, the Board has developed and continues to update its Human Resources plan for dealing with staff turnover.

Timely access to relevant information provides the foundation for quality conditional release and pardon decision-making and ultimately for the Board's continuing contribution to public safety. In addition, the Board must deal with legislated responsibilities for sharing appropriate information with victims of crime, offenders, other criminal justice agencies, and the public. In this environment, strategic information management is crucial, requiring the Board to have the automated systems necessary to support effective collection, storage and sharing of information. Additionally, the Board must have in place the policies and procedures necessary to ensure effective information management. Progress in these areas will require the assistance of the CSC, which is the Board's information technology service provider.

Strategic management of financial resources will also present important challenges. For the foreseeable future, the Board will face complex and growing workload pressures in areas of legislated responsibility.

Summary of Performance

2011-12 Financial Resources ($ thousands)

Planned Spending	Total Authorities	Actual Spending
49,235	57,120	52,188

2011-12 Human Resources (full-time equivalent - FTEs)

Planned	Actual	Difference
481	461	20

The following tables report back on the indicators and targets from the 2011-12 Report on Plans and Priorities (RPP) to provide information on whether progress on the Board's strategic outcome was achieved as planned.

Performance Summary Tables

Table 1

Strategic Outcome: Conditional release and pardon decisions and decision processes that safeguard Canadian communities		
Performance Indicators	**Targets**	**2011-12 Performance**
The percentage of parole releases in previous years that did not result in a new conviction	Zero (0) re-offending by parolees prior to warrant expiry[3]	97% of offenders who completed a parole supervision period in 2011-12 did not commit a new offence prior to warrant expiry.
The percentage of pardon recipients who have not had their pardon revoked	96% of all pardons awarded remain in force	Since the inception of the Pardon program, 96% of pardons have remained in force.
The percentage of victims who express satisfaction with the information and assistance they receive from the PBC	90% rate of client satisfaction[4]	In a victims questionnaire conducted in 2009-10, 89% of respondents said that they were satisfied with the services they received.

3 The PBC contributes to this target by ensuring quality conditional release decisions. External factors may come into play that are beyond the Board's control.
4 Satisfaction threshold % is based on previous year's survey results; to be used as a benchmark for future comparison.

Table 2

Program Activity	2010-11 Actual Spending	2011-12 ($ thousands)				Alignment to Government of Canada Outcomes
		Main Estimates	Planned Spending[5]	Total Authorities[6]	Actual Spending*[7]	
Conditional Release Decisions	33,780	37,619	36,401	41,886	38,244	Safe and secure Canada
Conditional Release Openness and Accountability	5,693	6,418	6,418	8,051	7,087	Safe and secure Canada
Pardon Decisions /Clemency Recommendations	2,095	-	1,218	1,154	1,154	Safe and secure Canada
Internal Services	4,427	5,198	5,198	6,029	5,703	
Total Planned Spending	**45,995**	**49,235**	**49,235**	**57,120**	**52,188**	

* The total spending includes $4.1M of payments for severance pay and termination benefits following Government-wide revisions to certain Collective Agreements. Elimination of severance pay was approved by Treasury Board and bargaining units in recent collective agreements representing over 95,000 members of the core public administration. Members were entitled to choose either immediate payment of accumulated severance pay or to defer the payments until termination of employment.

Strategic Environmental Assessment

During 2011-12, the Parole Board of Canada considered the environmental effects of initiatives subject to the *Cabinet Directive on the Environmental Assessment of Policy Plan and Program Proposals*. The Board uses Public Works and Government Services Canada (PWGSC) procurement instruments extensively, and these include environmental performance considerations. In addition, the Board continues to provide ongoing training on greening to personnel, and promotes environmental considerations in its workplaces.

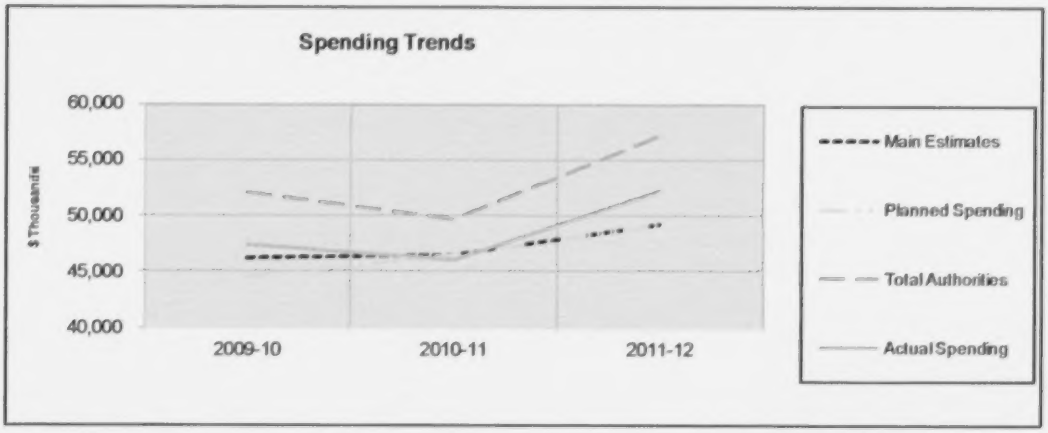
Expenditure Profile

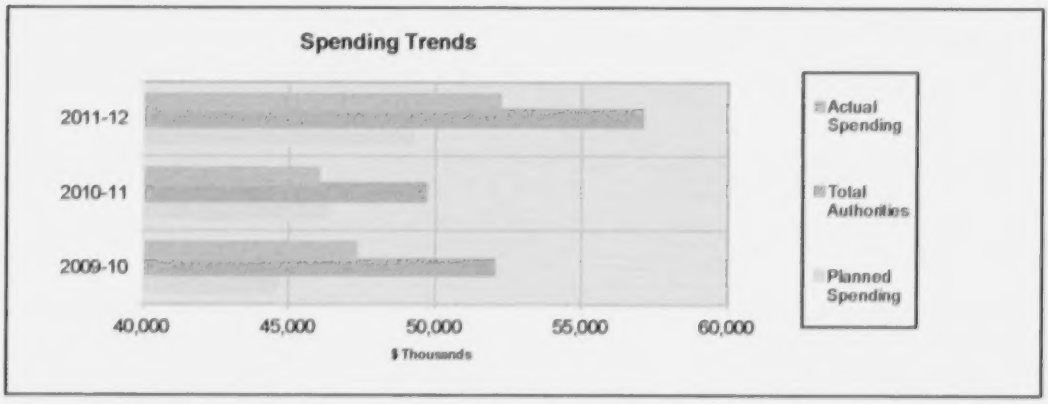
In 2011-12, the Board's total authorities, consisting of Main Estimates, subsequent to Supplementary Estimates funding, were $57.1M. This consisted of $50.8M of operating resources and $6.3M for the Employee Benefit Plan (EBP).

5 From the 2011-12 Report on Plans and Priorities.
6 From the 2011-12 Public Accounts.
7 From the 2011-12 Public Accounts.

Actual expenditures were $52.2M and resulted in a reported Public Accounts lapse of $4.9M. This lapse included $1.7M of frozen allotments that the Board could not spend, therefore resulting in a real lapse of $3.2M or 6%. In large part, this lapse was the result of significantly higher than normal user fee revenue received in February and March, due to both a volume increase in applications under the $150 user fee prior to the implementation of the new fee, and new applications received under the higher $631 user fee.

The Board applied its resources to the four following program areas: Conditional Release Decisions, Conditional Release Openness and Accountability, Pardon Decisions/Clemency Recommendations and Internal Services.





Estimates by Vote

For information on our organizational votes and/or statutory expenditures, please see the 2011-12 Public Accounts of Canada (Volume II) publication. An electronic version of the Public Accounts is available on the PWGSC website[8].

8 See Public Accounts of Canada 2012.

Section II – Analysis of Program Activities by Strategic Outcome

Strategic Outcome

The Parole Board of Canada has a single strategic outcome:

> *Conditional release and pardon decisions and decision processes that safeguard Canadian communities.*

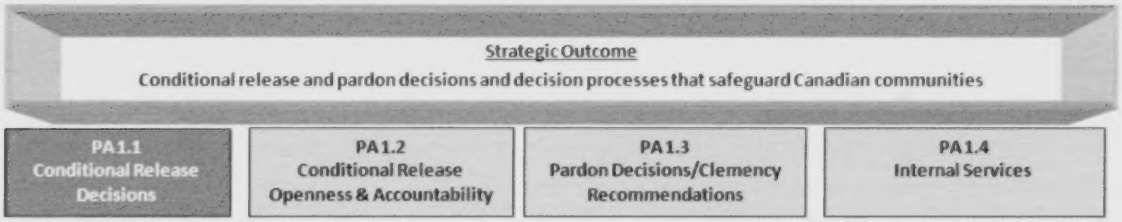
Program Activity by Strategic Outcome

PBC program activities and priorities are designed to support continuous progress in achieving the strategic outcome. To support this outcome, PBC has four program activities:

- Conditional release decisions;
- Conditional release openness and accountability;
- Pardon decisions/clemency recommendations; and,
- Internal services.

The following section describes the PBC's program activities and identifies the expected results, performance indicators and targets for each of them. This section also explains how the PBC plans on meeting the expected results and presents the financial and non-financial resources that will be dedicated to each activity.

Program Activity 1.1: Conditional Release Decisions


Strategic Outcome
Conditional release and pardon decisions and decision processes that safeguard Canadian communities
PA1.1 Conditional Release Decisions
PA1.2 Conditional Release Openness & Accountability
PA1.3 Pardon Decisions/Clemency Recommendations
PA1.4 Internal Services

2011-12 Financial Resources ($ thousands)			2011-12 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
36,401	41,886	38,244	352	310	42

Program Activity Expected Results	Performance Indicators	Targets	Performance Summary
Quality conditional release decisions that contribute to public safety	Multi-year information on the number and % of releases on parole that result in a new offence or a new violent offence	Zero (0) re-offending by parolees prior to warrant expiry	Over the last ten years, 94% of parole supervision periods were completed without the offender being convicted of a new offence. Over a ten year period, 99% of releases on parole did not result in a conviction for a new violent offence prior to warrant expiry.
	Multi-year information on the number and % of offenders who complete their sentence on full parole and do not re-offend and return to a federal penitentiary	Zero (0) re-offending after warrant expiry by offenders who reach the end of their sentence on full parole	Over the long-term (10 to 15 years after sentence completion), 91% of offenders who completed their sentences on full parole have not re-offended and returned to a federal penitentiary.

Program Activity Description and Benefits to Canadians: Conditional release is based on the principle that, where appropriate and consistent with the paramount principle of public safety, gradual release to the community in conjunction with effective programming, thorough supervision and quality risk assessments can contribute to positive outcomes. This program activity supports public safety by providing quality decisions on the timing and conditions of release of offenders into the community. Through this program activity, PBC staff provide timely and accurate information for Board member decision-making, and develop effective training and policies that are essential tools for quality risk assessment and decision-making. Effectiveness is assessed through monitoring of the outcomes of release on parole.

This program activity is directly supported by the following priorities identified for 2011-12:

- Effectively fulfilling legislative responsibilities related to quality conditional release decision-making;
- Strengthening stakeholder and community partnerships;
- Pursuing strategic excellence in PBC governance; and,
- Investing in our people.

Performance Analysis

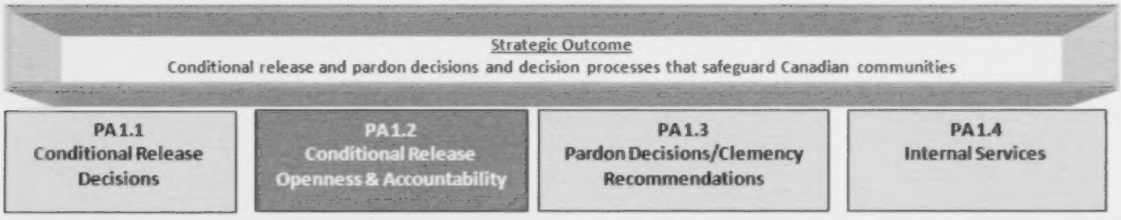
Information on performance demonstrates that the Board achieved the priorities and commitments identified in its Report on Plans and Priorities for 2011-12. In 2011-12, the Board completed 15,595 conditional release reviews for federal and provincial offenders.

Multi-year data continues to confirm that parole contributes to public safety. Ninety-four percent (94%) of all parole releases do not result in a new offence, and ninety-nine percent (99%) do not result in a new violent offence.

Information on re-offending after completion of sentence illustrates that 9 out of 10 offenders who reach the end of their sentences on full parole do not return to a federal penitentiary.

For more information, please access the Board's Performance Monitoring Reports at: http://pbc-clcc.gc.ca/rprts/rprt-eng.shtml.

Program Activity 1.2: Conditional Release Openness and Accountability


Strategic Outcome
Conditional release and pardon decisions and decision processes that safeguard Canadian communities
PA1.1 Conditional Release Decisions
PA1.2 Conditional Release Openness & Accountability
PA1.3 Pardon Decisions/Clemency Recommendations
PA1.4 Internal Services

2011-12 Financial Resources ($ thousands)			2011-12 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
6,418	8,051	7,087	66	60	6

Program Activity Expected Results	Performance Indicators	Targets	Performance Summary
Conditional release processes that ensure the PBC operates in an open and accountable manner, consistent with the *CCRA*	Average time required to respond to: requests for information and assistance from victims, requests to observe hearings; and requests for access to PBC's decision registry	Response to requests for information and assistance within 15 working days, on average	The PBC responds to the majority of requests within an average of less than 15 days.
	Levels of satisfaction of victims, observers, and those who seek access to the decision registry with quality and timeliness of information and assistance provided by PBC	90% rate of client satisfaction	In a survey of victims conducted in 2009-10, 89% of respondents stated they were satisfied with the services they received from the Board. Results of surveys conducted with those who observe hearings and who request access to the decision registry indicated that PBC response times are within acceptable ranges.

Program Activity Description and Benefits to Canadians: This program activity ensures that the PBC operates in an open and accountable manner, consistent with the provisions of the *CCRA*. This program activity consists of the following: provision of information to victims of crime; assistance to observers at hearings and those who seek access to the Board's registry of decisions; and, performance monitoring and reporting on the release process. Results for this program activity are assessed by monitoring the timeliness of information shared and by selected surveys of those who receive information and assistance from the PBC. Work in this area recognizes that the PBC operates in a difficult environment in which timely sharing of accurate information is fundamental for effective partnerships and public trust.

This program activity is supported directly by PBC's priorities for:

- Effectively fulfilling legislative responsibilities related to open and accountable conditional release processes;
- Strengthening stakeholder and community partnerships;
- Improving information services for victims;
- Pursuing strategic excellence in PBC governance; and,
- Investing in our people.

Performance Analysis

The openness and accountability provisions of the *CCRA* continue to present important challenges for the Board with respect to: sharing information with victims of crime; provision of information and assistance for those who wish to observe PBC hearings or gain access to the Board's registry of decisions; and delivery of a program of public information. Workloads in these areas continue to be significant.

In 2011-12, the Board had more than 21,000 contacts with victims, reflecting a 5% increase in the last five years. As with conditional release decision-making, the need for quality program delivery in this area is critical, given its implications for public confidence in corrections and conditional release. Intense public scrutiny and extensive media interest in this area make program effectiveness crucial. Most of more than 21,000 contacts were with victims of violence, such as sexual assault or with the families of murder victims.

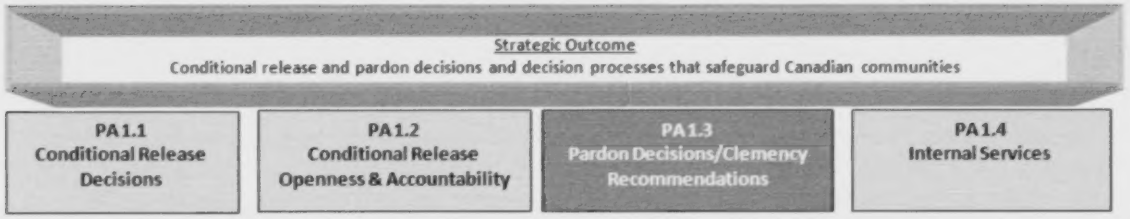
More than 2,700 people observed a Board hearing in 2011-12, reflecting a 4% increase over the last five years. Victims made 223 presentations at 140 hearings. Most of the presentations were made in person (87%), while the rest were on either by audio or video tape, or video conference.

The *CCRA* permits access to specific decisions and to decisions for research purposes through the Board's registry of decisions. For more information, please visit the PBC website at: http://pbc-clcc.gc.ca/media/dec-eng.shtml.

In 2011-12, the Board released over 5,400 decisions from its registry of decisions. Victims were the most frequent requestors of decisions (approximately 56%), followed by the media (approximately 31%).

For more information, please access the Board's Performance Monitoring Reports at: http://pbc-clcc.gc.ca/rprts/rprt-eng.shtml.

Program Activity 1.3: Pardon Decisions/Clemency Recommendations


Strategic Outcome
Conditional release and pardon decisions and decision processes that safeguard Canadian communities
PA1.1 Conditional Release Decisions
PA1.2 Conditional Release Openness & Accountability
PA1.3 Pardon Decisions/Clemency Recommendations
PA1.4 Internal Services

2011-12 Financial Resources ($ thousands)			2011-12 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
1,218	1,154	1,154	24	37	(13)

Program Activity Expected Results	Performance Indicators	Targets	Performance Summary
Quality pardon decisions that support rehabilitation and community reintegration	The numbers and rates of revocation/ cessation of pardons	96% of all pardons awarded remain in force	Since the inception of the Pardon program, 96% of all pardons awarded remain in force.
	The average time required to process pardon applications for cases involving summary convictions and convictions for indictable offences	Adherence to established service standards for processing pardon applications	As a result of the amendments brought to the *CRA* in June 2010, the service standards in place prior to the amendments were no longer valid. New mandatory service standards, as required under the *UFA*, came into force in February 2012, when a full cost-recovery fee was implemented. During 2011-12, the Board remained under-resourced to fully deliver the Pardons and Clemency programs. As a result, the Board developed a backlog of 22,501 pardon applications under the former user fee.
Quality clemency assessments and recommendations	The number of recommendations overall making their way to the Executive Branch from the	Adherence to detailed collection and analysis of all relevant data	As a result of the amendments brought to the *CRA*, the increase in eligibility periods has caused some to petition for Clemency. At the end of 2011, there were 58 active clemency

	number of requests received	Presentation of sound and reasoned recommendations to the Executive Branch	files.

Program Activity Description and Benefits to Canadians: A pardon is a formal attempt to remove the stigma of a criminal record for people found guilty of an offence and who, after satisfying their sentence and a specified waiting period, have shown themselves to be responsible law abiding citizens. Pardons are a privilege; applicants must show that they can be law-abiding members of society before their criminal record can be kept separate and apart. Through this program activity, the PBC screens applications for eligibility and completeness, collects information for decision-making and develops policy to guide decision processes. The results of this program are assessed through ongoing review of the average time required to process pardon applications, and the rates of revocation of pardons granted. This program activity is supported by the following priorities:

- Effectively fulfilling legislative responsibilities related to the processing of pardon applications and clemency requests;
- Pursuing strategic excellence in PBC governance; and,
- Investing in our people.

This program activity is designed to support rehabilitation and community reintegration by providing quality pardon decisions. The benefits of the program include:

- Ensuring careful consideration is given to issues of public safety;
- Providing an opportunity for pardon recipients to contribute to their communities as law-abiding citizens;
- Increasing the opportunity of pardon recipients to find employment, housing, insurance, and travel, allowing them to generate revenue, capital and contribute to economic growth; and,
- Demonstrating the value of a pardon as a long-term measure of community reintegration, as most individuals (96%) who receive a pardon remain crime free.

The Royal Prerogative of Mercy (RPM) or Clemency is a largely unfettered, discretionary power vested in the Office of the Governor General by virtue of the *Letters Patent* and the Governor in Council, under sections 748 and 748.1 of the *Criminal Code of Canada*, who may apply exceptional remedies under exceptional circumstances to deserving cases.

The benefit of the program addresses instances of substantial injustice and instances of undue hardship.

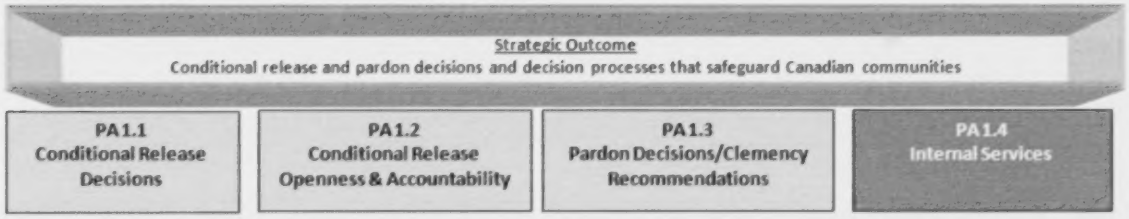
Performance Analysis

During the reporting period, the Pardons Division received a total of 29,829 pardon applications and accepted 19,506 for processing.

During 2011-12, the Clemency program received 32 requests under the RPM and now has 58 active files. Most requests are discontinued either because the applicant does not provide sufficient information or proof of excessive hardship to proceed with the request, or the Minister of Public Safety determines that the clemency request does not warrant investigation as the criteria have not been met. Nonetheless, unlike the *CRA*, the RPM is not based on timelines set in statute but rather on various remedies sought for very exceptional cases. Consequently, an exhaustive assessment of each request is essential in order to provide the Minister with a recommendation. The Clemency program has seen its volumes increase, resulting in a corresponding increase in resource demands.

For more information, please access the Board's Performance Monitoring Reports at: http://pbc-clcc.gc.ca/rprts/rprt-eng.shtml.

Program Activity 1.4: Internal Services


Strategic Outcome
Conditional release and pardon decisions and decision processes that safeguard Canadian communities
PA1.1 Conditional Release Decisions
PA1.2 Conditional Release Openness & Accountability
PA1.3 Pardon Decisions/Clemency Recommendations
PA1.4 Internal Services

2011-12 Financial Resources ($ thousands)			2011-12 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
5,198	6,029	5,703	39	54	(15)

Program Activity Expected Results	Performance Indicators	Targets	Performance Summary
Efficient and effective internal services that support quality program delivery	Services provided meet standards set under Government-wide policies as well as Management Accountability Framework (MAF) expectations	To meet or surpass government standards related to management capacity and practices as outlined and assessed through the MAF	The Board continued to adhere to MAF expectations. Mechanisms are in place and work continued to integrate and enhance MAF elements.

Program Activity Description and Benefits to Canadians: This program activity includes the provision of financial, human resource, administration, security and modern management services and provides the basic operational services that enable the Board to function while ensuring compliance to new and existing central agency policies. Internal Services include only those activities and resources that apply across and organization and not to those provided specifically to a program. This program activity is supported by the following priorities:

- Pursuing strategic excellence in PBC governance; and,
- Investing in our people.

Internal Services benefits Canadians by enabling the Board to deliver its program activities. Internal Services strives to:

- Ensure that the Board's governance structure facilitates the most effective and flexible decision making possible;

- Communicate information about the PBC to target audiences in an effective manner;
- Provide the right human and financial resources to advance the Board's key and ongoing priorities;
- Generate the most effective, results-based planning to ensure logic and cohesion in all PBC activities;
- Conduct reviews, monitoring and investigations to ensure that operations are transparent and accountable;
- Ensure that the technological tools that are essential to the Board's operations are in place; and,
- Maintain a culture of continuous innovation and improvement.

Reporting internal services through a common government-wide approach to planning, designing, budgeting, and reporting allows Canadians to see the full cost and proportion of resources spent at the Board and across the federal government for support activities.

Performance Analysis

Highlights of performance during the year include the following:

- Considerable effort is dedicated to the budget management process to ensure that the PBC's funds are used to maximum advantage. A rigorous internal review and forecasting exercise began in August and continued for the remainder of the fiscal year to facilitate this. Discretionary travel was eliminated, training costs were curtailed, and many contracts and planned expenditures were put on hold; and,
- The national office finance branch monitors, on a cyclical basis, regional Finance and Procurement operations, which are decentralized, to ensure consistency of procedures and compliance with the *Financial Administration Act* (FAA) and applicable Treasury Board policies. A monitoring exercise was conducted in 2011-12, and considerable improvement has been noted since the monitoring exercise began. Lessons learned from each year's monitoring exercise also lead to refinement of the monitoring procedures to make the exercise itself more effective and efficient.

For more information, please access the Board's Performance Monitoring Reports at: http://pbc-clcc.gc.ca/rprts/rprt-eng.shtml.

Section III: Supplementary Information

Financial Highlights

Condensed Statement of Financial Position (Unaudited)
As at March 31, 2012

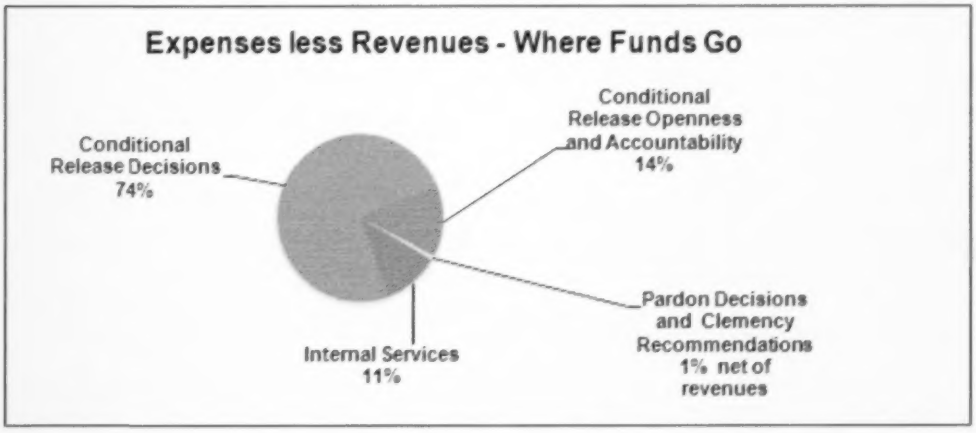
(Thousands)	Change $	2011-12	2010-11
Total net liabilities	(3,057)	6,645	9,702
Total net financial assets	297	2,043	1,746
Departmental net debt	(3,354)	4,602	7,956
Total non-financial assets	(36)	2,415	2,451
Departmental net financial position	**3,318**	**(2,187)**	**(5,505)**

Condensed Statement of Operations and Departmental Net Financial Position (Unaudited)
As at March 31, 2012

(Thousands)	Change $	2011-12	2010-11
Total expenses	10%	58,130	52,839
Total revenues	180%	2,349	838
Net cost of operations before government funding and transfers	7%	55,781	52,001
Departmental net financial position	-60%	(2,187)	(5,505)

Financial Highlights Chart

The figure below displays the allocation of PBC funding by program activity for 2011-12.


Expenses less Revenues - Where Funds Go
Conditional Release Openness and Accountability 14%
Conditional Release Decisions 74%
Pardon Decisions and Clemency Recommendations 1% net of revenues
Internal Services 11%

Close to three-quarters (74%) of the PBC's funding in 2011-12 was allocated to Program Activity 1 (Conditional Release Decisions), 14% was allocated to Program Activity 2 (Openness and Accountability) and 1% was allocated to Program Activity 3 (Pardon Decisions/Clemency Recommendations). In total, the Board's work relating to conditional release accounted for 88% of annual program expenditures. The remaining 11% was dedicated to Internal Services which supports the organization and its activities.

Financial Statements

For the Board's 2011-12 Financial Statements, please go to: http://www.pbc-clcc.gc.ca/rprts/dpr/2011-2012/fofs-eng.shtml

List of Supplementary Information Tables

All electronic supplementary information tables listed in the 2011–12 Departmental Performance Report can be found on the PBC's website[9].

1. Sources of Non-Respendable Revenue
2. User Fees Reporting
3. Horizontal Initiatives
4. Internal Audits and Evaluations

9 See 2011-12 Part III — Departmental Performance Reports (DPR): Supplementary Information (Tables), http://www.pbc-clcc.gc.ca/rprts/dpr/2011-2012/suppl-table-eng.shtml.

Section IV: Other Items of Interest

Organizational Contact Information

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K1A 0R1

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Additional Information

Parole: Contributing to Public Safety

Vision 2020 – Public Safety, Public Service

Total annual expenditures on travel, hospitality and conferences